FRAMEWORK FOR ACTION:

BUILDING THE FULLY COORDINATED TRANSPORTATION SYSTEM

A Self Assessment Tool for Communities

Section 1: Making Things Happen by Working Together

Driving Factor: *Individuals and organizations are catalysts for envisioning, organizing, and sustaining a coordinated system that provides mobility and access to transportation for all.*

❑ **1. Have leaders and organizations defined the need for change and articulated a new vision for the delivery of coordinated transportation services?**

Decision Helpers

✔ Leaders in human services agencies and public transportation have acknowledged that the existing network of transportation services is not yet sufficiently

> **Using Decision Helpers**
> Circle statements that apply to your situation to help determine your progress. The more positive statements that you can identify describing your system will indicate that a higher rating is appropriate.

efficient, cost effective, or flexible enough to meet the mobility needs of people in the community or region.
✔ A clear and inspiring vision statement for improved service and resource management through coordination is supported by all partners and is regularly revisited to ensure its vitality.
✔ The vision drives planning and action.

Progress Rating (circle one rating that best describes your program)

⚿ **Needs to Begin**   ⚇ **Needs Substantial Action** ↻ **Needs Some Action** ⚒ **Done Well**

❑ **2. Is a governing framework in place that brings together providers, agencies, and consumers? Are there clear guidelines that all embrace?**

Decision Helpers
✔ A shared decision-making body such as a coalition, lead agency, advisory board, and/or working group is taking a leadership role.

✔ The shared decision-making body includes public and private transportation providers,non-profit human services agencies, health providers, employment providers, and consumers.
✔ Those at the table are clear about and comfortable with the decision-making process, whether it is based on consensus or majority rule.
✔ Roles and responsibilities are outlined in a formal, written agreement.
✔ The shared decision-making group communicates effectively with those not at the table.
✔ The group meets regularly, establishes strategic and measurable goals and objectives, follows a work plan, and regularly evaluates its progress and performance.

Progress Rating (circle one rating that best describes your program)

🔑**Needs to Begin**   👥 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑   **3. Does the governing framework cover the entire community and maintain strong relationships with neighboring communities and state agencies?**

Decision Helpers
✔ The shared decision-making body covers an appropriate area, such as a region, and maintains collaborative working relationships with neighboring areas and with human service and state transportation agencies.
✔ The relationships are used to address service issues such as ensuring transportation services can cross jurisdictional boundaries, customers have access to easy transfer points, and that service is provided to individuals where transportation gaps exist or when people are too frail to use public transportation.
✔ The relationships are also used to work on policy and financial issues to create a framework that enhances coordination.

Progress Rating (circle one rating that best describes your program)

🔑**Needs to Begin**   👥 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑   **4. Is there sustained support for coordinated transportation planning among elected officials, agency administrators, and other community leaders?**

Decision Helpers
✔ The shared decision-making body has sustained support for coordination by calculating and communicating the specific benefits to community stakeholders.
✔ Elected officials, agency administrators, and community leaders have been active in coordinated transportation services planning.

✔ It is widely recognized and accepted that transportation must be integrated into community initiatives related to aging, disability, job training, and health care and services to low-income persons.

✔ Community leaders provide sufficient staff and budget and provide leadership on policy initiatives to support coordination efforts.

Progress Rating (circle one rating that best describes your program)

⚷**Needs to Begin**   👥 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑   **5. Is there positive momentum? Is there growing interest in and commitment to coordinate human service transportation trips and maximize resources?**

Decision Helpers

✔ Participation in and budget support for coordination initiatives are regularly increasing.

✔ Agencies are actively working together to ensure that service information, routes, and vehicles are coordinated; funding deployment is coordinated; and policies allow for better resource management and increased ridership.

✔ Momentum has been maintained even through difficult events such as budget crises and changes in leadership.

Progress Rating (circle one rating that best describes your program)

⚷**Needs to Begin**   👥 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

Section 1: Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of ***Making Things Happen by Working Together*** is:

⚷**Needs to Begin**   👥 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

Notes: _____

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Section 2: Taking Stock of Community Needs and Moving Forward

Driving Factor: A completed and regularly updated community transportation assessment process identifies assets, expenditures, services provided, duplication of services, specific mobility needs of the various target populations, and opportunities for improvement. It assesses the capacity of human service agencies to coordinate transportation services. The assessment is used for planning and action.

❑ **6. Is there an inventory of community transportation resources and programs that fund transportation services?**

Decision Helpers

⌵ All entities in the region that buy, sell, or use transportation services have been identified.

⌵ The inventory encompasses public transit systems, community non-profits, churches, schools, and private providers such as taxis.

⌵ Transportation services provided by different federally funded programs such as Meals on Wheels, Medicaid, Head Start, Vocational Rehab Services, Independent Living Programs, employment services, and other programs have been identified and their scope of services catalogued.

Progress Rating (circle one rating that best describes your program)

🔑**Needs to Begin**   🐢 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑ **7. Is there a process for identifying duplication of services, underused assets, and service gaps?**

Decision Helpers

⌵ All entities providing transportation service in the region have been surveyed and information has been collected on geographic areas serviced, spending for transportation, types and number of trips provided, hours of operation, cost per trip, sources of funds, number and types of vehicles, number of trips per day/hour, and type of maintenance.

⌵ Agencies providing travel training and eligibility assessments have been identified.

⌵ The data has been analyzed to assess service duplication, underutilized assets, and inefficient service delivery.

⌵ The data and the analysis have been shared with the decision- making body, community leaders, and others to drive and enhance coordination efforts.

⌵ The data is regularly updated to ensure its ongoing value.

Progress Rating (circle one rating that best describes your program)

🔑**Needs to Begin**   🐢 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑ **8. Are the specific transportation needs of various target populations well documented?**

Decision Helpers

✔ Information and data that outlines the needs and expectations of individuals with disabilities, older adults, youth, job seekers and persons with low-incomes has been collected.

✔ Non-users of transit have been asked through surveys, focus groups, or similar means to identify what characteristics would make transit an attractive choice.

✔ Major health and human service agencies have been asked through surveys, focus groups, or similar means to articulate what would motivate their clients to ride public transit.

✔ The data has been analyzed and used by the shared decision-making body to drive the coordination planning process.

Progress Rating (circle one rating that best describes your program)

🔑**Needs to Begin**   🐢 **Needs Substantial Action** ↻ **Needs Some Action** ⏰ **Done Well**

❑ **9. Has the use of technology in the transportation system been assessed to determine whether investment in transportation technology may improve services and/or reduce costs?**

Decision Helpers

✔ The current use of transportation technology by transportation providers, service agencies, and advocacy groups for scheduling, dispatching, reservations, billing, and reporting has been assessed.

✔ Research has been conducted on ways in which investments in transportation technology can improve services and/or reduce costs.

✔ The survey and research data has guided decision making about adopting new technologies.

✔ The local provider is investigating ways, such as pooled acquisition, to help transportation providers, service agencies, and advocacy groups acquire transportation services technology.

✔ Ongoing discussions about using technology for coordinated transportation are conducted through list serves, face-to-face forums, and other means among providers and client agencies.

Progress Rating (circle one rating that best describes your program)

🔑**Done Well**   🐢 **Needs Significant Action** ↻ **Needs Some Action** ⏰ **Need to Begin**

❑ **10. Are transportation line items included in the annual budgets for all human service programs that provide transportation services?**

Decision Helpers
ᵛ Each human services agency participating in transportation coordination has listed transportation costs as a separate item in its budget to facilitate a strategic planning process for transportation services.
ᵛ These agencies have completed an analysis of how improved coordination can extend their current transportation resources and/or reduce the amount of funds spent on transportation

Progress Rating (circle one rating that best describes your program)

🔑**Needs to Begin**   👥 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑ **11. Have transportation users and other stakeholders participated in the community transportation assessment process?**

Decision Helpers
ᵛ Stakeholder groups throughout the community have been systematically included in the assessment process through meetings, surveys, focus groups, and other means.
ᵛ Customers representing people with disabilities, older adults, and low-income populations serve on work groups and are actively engaged in the assessment and planning process.

Progress Rating (circle one rating that best describes your program)

🔑**Needs to Begin**   👥 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑ **12. Is there a strategic plan with a clear mission and goals? Are the assessment results used to develop a set of realistic actions that improve coordination?**

Decision Helpers
ᵛ A regularly updated strategic plan or similar document has tangible goals and objectives, timelines, and methods for measuring performance and evaluating benefits.
ᵛ The mission and program goals are sufficiently long-range, comprehensive, and compelling to transcend changes in leadership or circumstances, conflicts over power and control of resources, and competing goals or personalities.
ᵛ Priorities for coordinating transportation services and a strategic action plan for achieving them were developed through open and informed discussions among all stakeholders.
ᵛ ***Progress Rating*** (circle one rating that best describes your program)

🔑**Needs to Begin**   👥 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑ **13. Is clear data systematically gathered on core performance issues such as cost per delivered trip, ridership, and on-time performance? Is the data systematically analyzed to determine how costs can be lowered and performance improved?**

Decision Helpers
✔ Operations planning and service planning are priorities in our system.
✔ Data in core performance areas is collected, disseminated, and analyzed.
✔ In addition to typical reviews, there are efforts to lower costs and improve performance through exploring new and creative means to provide services.

Progress Rating (circle one rating that best describes your program)

🔑**Needs to Begin** 🎖 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑ **14. Is the plan for human services transportation coordination linked to and supported by other plans such as the Regional Transportation Plan, State Transportation Improvement Plan, human service program plans, and other state and local plans?**

Decision Helpers
✔ Human service agency representatives participate in transportation planning together with metropolitan or rural planning organizations, taking full advantage of their resources and coordination expertise.
✔ The cross-participation has created a set of mutually supportive and linked plans that actively strengthen coordination efforts.

Progress Rating (circle one rating that best describes your program)

🔑**Needs to Begin** 🎖 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑ **15. Is data being collected on the benefits of coordination? Are the results communicated strategically?**

Decision Helpers
✔ To maintain support for transportation coordination, the benefits of coordination are routinely documented and communicated to community leaders and the public.
✔ The number of individuals that receive transportation services, the types of services they receive, and the costs associated with those services are all tracked.
✔ There is also a focus on collecting information on the economic and quality of life benefits of connecting people to jobs, health care, education, training, and social support networks.
✔ The results are regularly published and disseminated for community members, elected officials, and agency leadership.
✔ Presentations are made throughout the year at local committee meetings to help agencies and organizations recognize the needs and the opportunities for coordinated transportation services.

Progress Rating (circle one rating that best describes your program)

🔑**Needs to Begin** 🎭 **Needs Substantial Action** ↻ **Needs Some Action** 🔔
Done Well

Section 2: Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of ***Taking Stock of Community Needs and Moving Forward*** is:

🔑**Needs to Begin** 🎭 **Needs Substantial Action** ↻ **Needs Some Action** 🔔
Done Well

Notes: _____
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Section 3: Putting Customers First

Driving Factor: *Customers including people with disabilities, older adults, and low-income riders have a convenient and accessible means of accessing information about transportation services. They are regularly engaged in the evaluation of services and identification of needs.*

❑ **16. Does the transportation system have an array of user-friendly and accessible information sources?**

Decision Helpers
⌄ Information about transportation services and options is easy to obtain in our community.
⌄ There is a "one-stop" resource such as a toll-free number or a Web site where consumers can obtain information about service and schedules and make reservations regardless of provider.
⌄ There are "mobility managers" within human service agencies that advise their clients about transportation options.
⌄ Information is accessible and can be obtained in electronic, Braille, or large-print formats.
⌄ Customer representatives are available to assist first time users or people needing extra help.
⌄ The system is designed for the general public as well as for people with special needs and clients of human service agencies.
⌄ Technology is used effectively to enable and support information systems.

Progress Rating (circle one rating that best describes your program)

🔑**Needs to Begin**   🎖 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑ **17. Are travel training and consumer education programs available on an ongoing basis?**

Decision Helpers
⌄ Persons with disabilities and others can avail themselves of travel training programs to learn how to safely ride public transportation.
⌄ There are transitional programs for older adults and others that help individuals recognize and feel comfortable with alternative transportation options if and when they are not able to drive a car.
⌄ Consumer education programs are available to help new or potential riders learn how to use the system, including learning how to read a schedule, how to identify the bus number, how to pay the fare, where to wait for the bus, and other key skills.

Progress Rating (circle one rating that best describes your program)

🔑**Needs to Begin**   🎖 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑ **18. Is there a seamless payment system that supports user-friendly services and promotes customer choice of the most cost-effective service?**

Decision Helpers
✔ Regardless of the funding source for each particular trip, the customer or client uses the same payment mechanism each time.
✔ If there is a fixed route system, a transit pass has been implemented to encourage riders to choose lower-cost fixed route services. The billing process is transparent to the consumer.
✔ The seamless payment system enables customers to choose appropriate cost-effective transportation services.
✔ These payment systems may include universal payment cards, fare cards, and similar mechanisms.
✔ Up-to-date technology is being used to support and manage this system.

Progress Rating (circle one rating that best describes your program)

🔑 **Needs to Begin** 🐾 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑ **19. Are customer ideas and concerns gathered at each step of the coordination process? Is customer satisfaction data collected regularly?**

Decision Helpers
✔ Customer input was gathered during the planning and needs assessment process through town meetings, surveys, focus groups, or similar means.
✔ Consumer representatives are active members of advisory and other work groups. In addition, a customer service-monitoring program provides information for a yearly "report card" or similar status report.
✔ Customers are encouraged to submit suggestions, complaints, and compliments. Actions are taken on complaints within 24 hours of receiving them.

Progress Rating (circle one rating that best describes your program)

🔑 **Needs to Begin** 🐾 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑ **20. Are marketing and communications programs used to build awareness and encourage greater use of the services?**

Decision Helpers
✔ There are active marketing and communications programs that promote the ease and accessibility of coordinated transportation services.
✔ The programs use an array of media such as direct marketing, public service announcements, advertisements in local newspapers, and articles and notices in newsletters of various community organizations.

✔ Information is also disseminated through human service agencies, employment specialists, health care providers, and civic organizations and churches.

Progress Rating (circle one rating that best describes your program)

⚷**Needs to Begin**   ⚲ **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

Section 3: Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of ***Putting Customers First*** is:

⚷**Need to Begin**   ⚲ **Needs Significant Action** ↻ **Needs Some Action** 🔔 **Done Well**

Notes: _____

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Section 4: Adapting Funding for Greater Mobility

Driving Factor: Innovative accounting procedures are often employed to support transportation services by combining various state, federal, and local funds. This strategy creates customer friendly payment systems while maintaining consistent reporting and accounting procedures across programs.

❑ **21. Is there a strategy for systematic tracking of financial data across programs?**

Decision Helpers
✔ Systems have been created to enable the tracking and sharing of financial data across programs.
✔ Participating agencies have agreed on common measurements and definitions to support the tracking system.
✔ Up-to-date technology is being used to support and manage this system.

Progress Rating (circle one rating that best describes your program)

🔑 **Needs to Begin**   🏆 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑ **22. Is there an automated billing system in place that supports the seamless payment system and other contracting mechanisms?**

Decision Helpers
✔ A technology interface has been implemented that allows transportation providers to track clients from multiple agencies and funding sources and submit both the report and the bill electronically to the appropriate agency.
✔ The system effectively supports grant monitoring and reporting requirements.

Progress Rating (circle one rating that best describes your program)
🔑 **Needs to Begin**   🏆 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

Section 4: Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of ***Adapting Funding for Greater Mobility*** is:

🔑 **Needs to Begin**   🏆 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

Notes: _____

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Section 5: Moving People Efficiently

Driving Factors: *Multimodal and multi-provider transportation networks are being created that are seamless for the customer but operationally and organizationally sound for the providers.*

❑ **23. Has an arrangement among diverse transportation providers been created to offer flexible services that are seamless to customers?**

Decision Helpers
ᵛ A system to coordinate numerous transportation providers, such as a brokerage, has been established.
ᵛ Providers, such as public transit agencies, taxi and other private paratransit operators, school transportation operators, nonprofit faith and community based organizations,and human service non-profit agencies, are systematically engaged and blended with informal transportation providers (recognizing that the most cost effective travel for some may be paying a neighbor for mileage) to create an array of flexible services for the customer.
ᵛ The "broker" identifies the most cost effective transportation provider appropriate to the client's needs, schedules the trip, dispatches the services, bills the appropriate funding source, and tracks the utilization and data associated with the trips.

Progress Rating (circle one rating that best describes your program)

🔑**Needs to Begin**   🗫 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑ **24. Are support services coordinated to lower costs and ease management burdens?**

Decision Helpers
ᵛ Systematic studies have been completed in our communities which have led to the coordination of essential support services for transportation providers.
ᵛ These may include joint purchasing and/or leasing of equipment and facilities; shared maintenance facilities; maintaining a single phone number for customers; maintaining a shared internet information system; using a single or coordinated fare mechanism; sustaining coordinated reservation, dispatching, scheduling, and payment systems; or establishing a single entity to provide human service transportation to all participating human service agencies.

Progress Rating (circle one rating that best describes your program)

🔑Needs to Begin 　🐞 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑ **25. Is there a centralized dispatch system to handle requests for transportation services from agencies and individuals?**

Decision Helpers
✔ Agency case managers and mobility managers find it easy to schedule regular and one-time trips for their clients through a centralized dispatch system or a similar mechanism appropriate to your locale.
✔ Agency clients and the general public can easily schedule trips using the dispatch system.
✔ The dispatchers can help agencies and individuals wisely choose from available transportation alternatives.
✔ There are also mechanisms, such as transit passes, to reduce dependency on individualized services.
✔ Technology is used to enhance overall dispatch services, including communication with drivers and passengers, scheduling and mapping routes, locating vehicles, and other critical aspects.

Progress Rating (circle one rating that best describes your program)

🔑Needs to Begin 　🐞 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑ **26. Have facilities been located to promote safe, seamless, and cost-effective transportation services?**

Decision Helpers
✔ Location decisions for common destinations such as the offices where clients are served have taken transportation issues into account.
✔ Services are co-located or near to each other to reduce transportation needs.
✔ Pickup locations, which can be used by any transportation provider, are safe and accessible.

Progress Rating (circle one rating that best describes your program)

🔑Needs to Begin 　🐞 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

Section 5: Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of ***Moving People Efficiently*** is:

🔑**Needs to Begin** 　🐞 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

Notes: _____

FRAMEWORK FOR ACTION:
Overall Community Self-Assessment

You have completed Step 1 of the Community Self-Assessment. The five sections highlighted in the questionnaire represent the core elements of building a fully coordinated transportation system.

This questionnaire was designed to help you see the big picture of your community's overall progress. Take a moment to review the evaluations you made at the end of each section and make a note of them on this page. By doing so, you will create an at-a-glance summary of your individual assessment that identifies areas where your system is working well and areas that can be improved.

Section 1: Making Things Happen by Working Together
⚷Needs to Begin   ☻ Needs Substantial Action ↻ Needs Some Action ⌣ Done Well

Section 2: Taking Stock of Community Needs and Moving Forward
⚷Needs to Begin   ☻ Needs Substantial Action ↻ Needs Some Action ⌣ Done Well

Section 3: Putting Customers First
⚷Needs to Begin   ☻ Needs Substantial Action ↻ Needs Some Action ⌣ Done Well

Section 4: Adapting Funding for Greater Mobility
⚷Needs to Begin   ☻ Needs Substantial Action ↻ Needs Some Action ⌣ Done Well

Section 5: Moving People Efficiently
⚷Needs to Begin   ☻ Needs Substantial Action ↻ Needs Some Action ⌣ Done Well

Notes_____
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Next Steps

The next step of the assessment process is to share and discuss your evaluations with your partners. A group leader who can guide the next steps of the assessment and action planning process will facilitate the meeting. The goal of the meeting will be to clarify the results of the assessments as a group, establish priorities, and develop an action plan. The

next steps will involve implementing the actions and moving you farther down the road to a fully coordinated transportation system.

A step-by-step facilitator's guide called, "Framwork for Action: *Building the Fully Coordinated Transportation System***,"** and other resources are available on the Federal Coordination Council on Access and Mobility Web site.